FOREWORD

We invite you to come on a journey as we share our story over the last year. It is a story of our march towards the Africa we want. It began as a germ of an idea, in terms of making our vision reality: to empower young people for the African Renaissance. The Agenda 2063 framework guided us. It is an elaborate and holistic blue print to ensure Africa takes its rightful place as a peaceful, prosperous, global force to be reckoned with. And it all starts with dignity and pride as Africans. Agenda 2063 resonated with our vision statement as it speaks of empowering young people to be in the driver’s seat for the African Renaissance. After much dialogue, we decided to popularise the Africa we want as the African Renaissance, with Agenda 2063 as our foundation.

We dared to dream and then deliberate. What do youth really want? What do they need to drive us into the future? What is the Africa they want for all of us? This led us on a quest to answer these questions.

Of utmost importance, we realised that as we hurtle towards a future uncertain where change is happening at an exponential rate, the YMCA as a vehicle of transformation for youth, needs to be ever–transforming. Leaders developed the African YMCA 3.0 concept – a new generation YMCA that will be reactive, proactive and adaptive. This YMCA is a hub to attract youth to empower and transform themselves, and then others, in a groundswell where we want to reach a million youth a year. This Y 3.0 comprises four elements which you will read about in this annual report.

Central to our moving forward, is building scenario/s for the Africa we want. We embarked on a research project, which was complete at year end. Entitled the African Youth Fact Book, it was a multi–layered continental approach that provided facts and forecasts of the Africa we will get if nothing changes. We planned the next phase of actual scenario building where youth
will consider different scenarios for the future, based on the research findings. In doing so, they will also begin to assist with developing an engagement strategy, based on networking, lobbying and advocacy for change at country and continental level.

As you read through the pages of this report, we trust that you will feel our passion and commitment to the Africa we Want, and we ask that you believe with us and act with us!

James Ekow Rhule

Carlos Madjri Sanvee

2017 was a year of great achievements and breakthroughs for the African YMCA movement. From concepts to plans, from programmes to sound governance, from sustainability to turning the African Y3.0 into reality... we made huge strides forward. We were strategic and purposeful, and at the same time we saw the spirits soar of all those who are on this journey together.

Kevin Fiashinou, Youth Representative & Head of Governance Committee, AAYMCA
What is the African Renaissance... the Africa we want?

Over the past three years, we have drawn from Agenda 2063, the African development blueprint for our continent, to strive for this Africa we want. Agenda 2063 has seven aspirations, all of which we draw from, but it is the youth aspiration that drives us.
The Africa we want started and continues as a programme, focusing on civic action. Yet it soon became the foundation of all we do as it is mainstreamed into our programming and our mindsets. Based on S2C, it is about popularising Agenda 2063 ideals, especially those on youth, and empowering young people to get into the driver’s seat for the Africa we want, the African Renaissance.

We dared to imagine what this Africa we want could be and we saw a groundswell of youth rising up with talent and purpose. To change the face and future of Africa. To be role models.

We know we are in the e-generation and are moving towards this moulding with the knowledge-generation, where technology and knowledge will move rapidly beyond our comprehension today.

So we asked ourselves how we get to this Africa we want, and answer was two-fold: massive youth mobilisation and a revitalised YMCA anticipating constant change.

I am amazed that out of this whole group of us, we are struggling to find role models, especially male role models. I see the tears on some of my colleagues faces and the frowns of confusion on others. Role models are vital.

What happens if we also become a generation where those who come after us do not see us as role models. That cannot happen!

We must change for the Africa we want!

*Participant at training session*
Moving towards the Africa we want and by 2063, a group of leaders envisioned the YMCA movement and the individual YMCAs to be completely adaptable, proactive as well as reactive to change. We called this YMCA the 3.0 – a new version of the movement to take us into the future.

A youth-led organisation that is empowering young people to become meaningful citizens that address community, continental and global challenges.

Strong institutions that are self-sufficient, sustainable and less vulnerable to negative global trends.

Innovative, progressive, competitive movements in the local, regional and national youth sector, having a large number of youth members. Vibrant programmes that are attractive to young people.

Provide innovative spaces for entrepreneurial initiatives and leadership opportunities for young people. YMCA produces youth who access elected political positions and is a source of high quality human capital for the private sector.

Flexible, sensitive and responsive to socio-economic diversity; to have a change in mindset; leverage global networks; learn from other organisations; and have open channels and interactive communication.

A YMCA brand that is visible at all levels.

Coverage of YMCA in Africa to increase to up to 34 countries by 2026.

A YMCA that is tech savvy.

Be a voice in the areas of human rights and advocacy at national and continental levels. Africa YMCA is a reference for policy interventions in health, education, employment and civic participation of young people. YMCA hosts influential regional forums that are attended by heads of states and is recognised at continental level for its impact.
To ensure this, we must focus on the YMCA’s strengths and opportunities. To thrive and be a successful vehicle for the Africa we want, we have an edge in our positive core:

- Christian identity and ecumenical heritage;
- Strong and solid structures that have kept the YMCA existing for many years;
- Members and volunteers who have diverse skills;
- A supportive network of African and international YMCAs;
- Good numbers of empowered youth;
- The goodwill of societies;
- Our S2C philosophy;
- Committed and talented leadership;
- Self-reflection and readiness to embrace change;
- We know what we want: our vision to empower young people;
- Our African-ness, ecumenism and youth focus; and
- International YMCA support.

During 2017, focus was placed on all four aspects with the following highlights:

- Ecosystem: systems thinking approach to creating sustainable African YMCAs;
- PowerSpaces: experimentation and finalisation of the PowerSpace methodology and content;
- Family of Influence: African youth scenarios for the future; and
- Service/impact: multi-country programmes.

AFRICAN YMCA 3.0 ALIVE
AT THE MADAGASCAR YMCA

By the start of the year 2017, the Africa Alliance of YMCA started to encourage the Africa Y3.0 concept, with the strong willingness of each YMCA to implement it, in their movement.

Madagascar YMCA has totally embraced the African Y3.0 to enable young people to really lead, engage, and influence governance practices for improved opportunities. This transformation capability starts within the youth PowerSpace of the African Y3.0. By using the fundamentals of the Y3.0 concept, we achieved the following:

- 280 youth have enhanced knowledge on economic renaissance;
- 6,000 youth were linked with opportunities and long-term partnerships;
- micro-finance initiatives were born;
- 250 new members; and
- 3 youth workshops.

This is how we are internalising and then implementing the African YMCA 3.0 – we are living it!

Lantonarina Rakotomalala, NGS, Madagascar YMCA

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- Family of Influence: African youth scenarios for the future; and
- Service/impact: multi-country programmes.
MULTI-COUNTRY PROGRAMMES

As part of the service and impact aspect of the African YMCA 3.0 model, we empower youth through these multi-country programmes:

- Youth Justice
- Civic Action
- Transformative Masculinity
- Economic Renaissance

#RealManIs
- Because I Count
- Religious Diversity

CIVIC ACTION

TRANSFORMATIVE MASCULINITY

ECONOMIC RENAISSANCE

YOUTH JUSTICE

Campaigns and general youth justice work

- Entrepreneurship
- Vocational training
- Economic Empowerment
- #CareerManenoz
During 2017, we focused on #RealManIs, Because I Count, #Career Manenoz, Youth Justice, Young Advocates for Change and Africa we want (the programme).

#RealManIs is a three-year programme that was initiated in 2016 to engage men and boys to actively participate in the campaign to end violence against women in selected communities in Kenya and Zambia. The programme is designed around the Transformative Masculinity aspect of S2C. This programme is being implemented in partnership with Kenya YMCA, Zambia YMCA and PAWA 254.

**ACHIEVEMENTS:**

- A manual was designed and tested with youth in Kenya and Zambia;
- 60 male Gender Change Catalysts were trained in Kenya and Zambia;
- Catalysts reached almost 800 peers primarily in secondary schools, tertiary institutions of learning, and community youth;
- For workplace safety, 17 Human Resource Managers were engaged on workplace policies vis-à-vis the existing laws and standards;
- Workplace sessions engaged 75 staff as well as 25 departmental heads;
- The online campaign during Father’s Day in June reached 186,683 people;
- Kenya YMCA and Zambia YMCA have been able to establish partnerships with 14 local radio stations and 4 print media establishments; and
- 25 stakeholders were engaged, among them religious leaders, local political leaders, departmental heads and duty bearers.

**CHANGES CREATED:**

- Increased understanding of what constitutes violence against women and the positive role men and boys can play;
- Increased knowledge of transformative masculinity through self-awareness;
- Increased awareness and interest in YMCA from radio presence;
- Changed perceptions and resulting behaviour by men and boys towards women and girls;
- Transforming family and communities through role modelling;
- Engagement more welcome from management in workplaces to learn about anti-sexual harassment;
- Policy development in workplaces;
- School invitations to share more on transformative masculinity to address issues in the schools; and
- Better collaboration between males and females to understand and change from masculinity sessions.
“There is a need to advance programmes that change mindsets, resulting mainly from socialisation to employ approaches that focus not only on empowering women with knowledge and skills that they need to counter Gender Based Violence (GBV) in its various forms but also to look into ways of establishing healthy relationships among women and men as well as boys and girls,” asserts Becker Parkington Mwewa.

A member of the Plan International Zambia Youth board, Becker notes that the #RealManIs provides an opportunity for stakeholders to explore new ways of addressing GBV in general and VAW in particular.

He said this during a gender dialogue meeting held in Lusaka. Zambia YMCA youth leader has challenged young people to invest more of their time on social media to prevent VAW perpetuated in cyber spaces and through ICTs.

Ms Eunice Phiri who is the Zambia YMCA Change Agent observes that technology with all its advantages has and continues to be used as a tool for perpetuating GBV in its various facets.

She said, “It is good to note that YMCA has seen the need to address acts of violence against women and girls through ICTs and the #RealManIs. As stakeholders as well as partners, young people should be ready to offer support to ensure the realisation of violence-free spaces for women and girls in Zambia, even through social media.”

Kenny Kafwanka, Programmes Manager, Zambia YMCA
Young Advocates for Change (YAC) is the first South–South youth exchange programme to be run as a multi-country programme in four national movements (and including Y Global, Norway as a sending partner). The youth spend a specific time in another country, working at local branch level on community mobilisation, advocacy as appropriate, and experiment with PowerSpaces. They then return to their local YMCA and utilise learnings at local and national level.

**ABOUT:**

- 16 participants from the pilot in 2016/7, conducted various follow up activities in their home branches from peer education to media awareness to personal development coaching;
- Increase of at least 10% membership in each branch;
- These 16 participants prepared the 20 participants for the 2017/18 group;
- These 20 participants piloted the PowerSpace initiative;
- At least 20 PowerSpaces were formed;
- 2 stakeholders at least were brought on board in each branch for both cohorts; and
- 5 media products were published per participant for both cohorts.

**ACHIEVEMENTS:**

- PowerSpaces at experimental stage gave input into the prototype;
- PowerSpaces were loosely linked to the key national programmes of youth justice, economic empowerment, transformative masculinity and civic action; and
- All participants were involved in task teams or as leaders in the conceptualisation and implementation of African Youth Day activities, which increased their self-confidence and brought new stakeholders onboard.

**CHANGES CREATED:**

- Increase of at least 10% membership in each branch;
- These 16 participants prepared the 20 participants for the 2017/18 group;
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- 2 stakeholders at least were brought on board in each branch for both cohorts; and
- 5 media products were published per participant for both cohorts.
Africa we want began as a three-year, multi-country project which ran from 2015–2017, officially in 11 national movements. It soon became more than a project but an umbrella initiative for all African YMCA work, integrating S2C programmes, philosophy and methodology into a groundswell push for the African Renaissance. Based on Agenda 2063, the blueprint development plan for the African continent, the Africa we want is about youth taking up the lead to be in the driver’s seat for the African Renaissance.

ABOUT:

Africa we want became mainstreamed into the thinking, methodology and programmes of the African YMCAs; PowerSpace at a broad experiment stage led to the prototype as well as the content needs of the PowerSpace training and development material; and The widespread engagement with new youth markets and new stakeholders, as well as duty bearers, contributed to the AAYMCA strategic goal to become a sustainable leading youth empowerment movement with a credible voice in the continental agenda.
BECAUSE I COUNT

ABOUT:
Because I Count is about engaging young people in interfaith dialogue that prevents the effects of religious marginalisation. The project works primarily with Christian and Muslim youth to promote joint actions among youth of these two faiths that seek to counter violent religious extremism. The project works to create a safe and empowering space and environment at the Kenya YMCA project sites that enable young people to have dialogues among themselves and with their respective religious leaders on issues affecting them, including their risk to being radicalised.

ACHIEVEMENTS:
- An Interfaith Working Group was established consisting of representatives from United Religions Initiative, Think Place Kenya, Technical University of Mombasa, One Nation Under God, Accenture Consultants, the Pwani University, The Human Rights Agenda (HURIA);
- A research process began;
- 30 youth attended the economic empowerment training; and
- 3 table banking groups were established in Shauri Moyo Branch, Kilifi Branch and in Miritini under Mombasa Branch.
ABOUT:

#Career Manenoz is part of Economic Renaissance, which also includes economic empowerment, vocational training and entrepreneurship. The initiative secures local financial and in-kind support to hold an event and side-processes so young people interact with various professionals and organisations for skills-building in entrepreneurship, job preparedness and opportunities for further training and work placement. The ultimate goal is to establish a youth and employment ecosystem – a collaborative platform yielding youth economic attainment.

ACHIEVEMENTS:

- First event in Kenya at end 2016 involved:
  - 1200 youth participated
  - 100 youth volunteers were trained in mobilisation and marketing skills for the expo
  - professionals from 33 organisations supported the event
  - publicity for the event in two days grew social media audience from 500 to 1.2 million
  - 600 job placements and internships were achieved for the youth through the 17 established partnerships; and
  - Guidebook developed and translated into French in 2017.

CHANGES CREATED:

The expo led to initiatives such as ‘Youth Vibes’ which engage youth and key players in youth and employment on thematic issues that help youth develop and grow towards gainful employment. The vibes mobilise up to 100 youth in various local branches according to the prevailing youth needs. Role models, motivational speakers and various organisations are invited to engage with youth. These partnerships are gearing towards a youth employment ecosystem that would comprise public and private sector.
The Youth Justice programme is an initiative in South Africa and Togo. It reaches out to those ‘at risk’ (gangs, youth in risky areas, vulnerable youth, drug addicted youth or those in that environment), those in places of safety and institutions of correctional services, as well as those in the reintegration phase. Involving life skills, personal development, victim-offender dialogues, reintegration and awareness-raising, the programme has a huge success rate.

ACHIEVEMENTS:

- As a result of legal clubs established in prisons in South Africa, Togo and Zambia:
  - 13,031 inmates benefitted from awareness raising on their rights during arrest, during the pre-trial period, and after their trials
  - 390 had the opportunity to go to trial and were sentenced
  - 264 were released;
- Victim-offender dialogues were established; and
- Reintegration of inmates leaving prison, with families and communities took place.

CHANGES CREATED:

Togo YMCA improved inmates’ right to health in prisons through advocacy. Togo YMCA was also engaged in human rights monitoring in prisons. While advocating for better treatment of street children, the South Africa YMCA became aware of a national policy of equal treatment for all at government health clinics. There was a procedure in place to report clinics abusing this law and the YMCA was able to use that law and policy to change the attitudes of clinic staff. A second policy which relates to all children under the age of 16 being required to attend formal schooling was identified. The YMCA then began advocating for government to provide financial and logistical support for all street children under 16 who were in their care to receive free education, and this is ongoing.
Some of the learnings of the past three years have been documented as knowledge management. For example, the South Africa YMCA worked with 114 ex-offenders up to the end of December 2017 with a zero percent recidivism rate against a national average of 80%. This is a significant success and so the first question asked is, “How did the YMCA do it?”

Through interviews, data analysis and volunteer interviews, the following three key learnings emerged:

• The intervention should start while the individual is in prison, usually about 12 months prior to their release;

• All participants in the programme are treated with dignity. Not always easy because offenders and ex-offenders are tough and crafty; and

• The process of reintegration begins with reconciliation between the offender/ex-offender’s family and community.

If these three components are included in the intervention the chance of success increases dramatically. Further, Y-Justice II is transforming many of the safe spaces into PowerSpaces.

Mike Cuthbert, Programmes Manager, South Africa YMCA
POWERSPACES

To mobilise youth both inside and outside the YMCA for the Africa we want, the PowerSpace is the vehicle that is giving birth to young confident, empowered, articulate and energised change makers in their communities.

In 2017, the power space concept was finalised as having four distinct areas:

1. **Activities which will engage the youth of the YMCAs as well as those outside the YMCA.** The PowerSpace is marketed as a fun and empowering space youth want to attend. For example, art, public speaking, sports or music activities.

2. **Through modules on identity, purpose and attitude, youth build dreams, aspirations and goals in life.** In this way, the PowerSpace helps youth to gain critical life and personal development skills.

3. **To fully achieve transformation, the PowerSpace will link youth with exciting and promising opportunities to fully realise their potential.** These offerings are vast and offer anything from reworking to career expos.

4. **Once the youth has a clear picture of where they want to go in life and what they want to achieve, the PowerSpace builds the required skills to help them to achieve this.** Some skills are essential such as communication skills, some come from internships and others may be specific and niche skills.

In Senegal, Sierra Leone, Zimbabwe, South Africa, Kenya and Madagascar, the National Movements experimented with the PowerSpace in terms of the local context and branch level. Often linked directly to the programmes, and at other times linked to topical, current or contextual issues, the PowerSpace adds value to the empowerment of young people. Empowerment that gives them the confidence, courage, skills and suitable opportunities to make change as they lead us into the future.

PowerSpaces were created in readiness for the 2018 thrust which is now focused firstly on self-awareness before the other steps then come into play.
AFRICAN YOUTH SCENARIOS

To know what kind of Africa we want, to get to the African Renaissance and to use Agenda 2063, we have to consider the scenarios for the future. Before doing so, we must arm ourselves with knowledge: facts and forecasts. With this in mind, the African YMCA movement embarked on compiling an African Youth Fact Book, with 17 YMCAs plus one partner organisation, Kibo Foundation, in Uganda.

After desktop research, led by a continent-renowned futurist researcher, the information was discussed in 4 expert focus groups across Africa. This then led to the development of a questionnaire in which just under 1 200 youth took part. This research was then synthesised with the other two phases, and 35 youth from the African YMCA movement were trained to validate the findings. This they did with almost 1 500 participants.

The African Youth Fact Book draft was compiled by year end with the following broad topics:

- Population trends / demographics;
- Urbanisation and migration;
- Health;
- Education;
- Employment;
- Economic trends; and
- ICT.

A wealth of information for all sectors of society, the African Youth Fact Book will give Africans the opportunity to see that stats show the trend and that people can change trends if armed with knowledge. This will lead us in the African Youth Scenarios process in 2018.
MY AFRICAN YOUTH FACT BOOK EXPERIENCE

After receiving training on the African Youth Fact book, my colleague and I returned to Nigeria to disseminate details of the Youth Fact Book and receive feedback that will further enrich and improve the research towards the development of the African Youth Scenarios.

In Nigeria, we organised youth dialogues distributed across the three major geographical zones of Nigeria YMCA the West, East and North.

The success was adjudged by the following:

- Young people within Nigeria were able to assess and enrich the findings of the research which discussed the political, social, economic and technological trends as contained in the African Youth Fact book;
- Lagos (Western Zone) recorded an attendance of 59 persons (42 male and 17 female);
- Warri (Eastern Zone) recorded an attendance of 107 persons (70 male and 37 female);
- Abuja (Northern Zone) recorded an attendance of 121 persons (67 male and 54 female);
- A cumulative record of 287 persons (179 male and 108 female) were in attendance. 95% of those who attended were youth within the age of 18 – 35 years. 2% were less than 18 years and 3% were older than 35 years;
- Participants were mobilised from the local YMCAs in Nigeria, religious organisations, local communities, Civil Society Organisations, schools and businesses. 92% were from the urban areas while 8% are from rural areas;
- Ms Katindi Sivi- Njonjo who is the lead consultant to the AAYMCA on the African Youth Fact Book research added value to the Abuja dialogue with her presence;
- Young people were motivated to use their voice, to be active and responsible citizens towards the development of Africa; and
- More young people are now aware of Agenda 2063.

The young people within Nigeria were very happy with the organised dialogues, and the quality of information disseminated provided them with an opportunity for them to speak out and be given a voice.

Caleb Chagga Timothy Programme Secretary, Northern YMCA, Nigeria
AFRICAN KNOWLEDGE CREATION:

Borne out of demand from the youth of Africa and backed by a comprehensive market survey in 2013, the ARU (in-formation) aims to prepare a generation of transformed leaders for the African Renaissance. In terms of locating the university in Kenya, the ARU main campus will be at YMCA Limuru Agricultural College (YLAC) and its technical wing at Shauri Moyo, National Training Institute (NTI). Currently, NTI and YLAC offer a wide range of proficiency, certificate and diploma courses. ARU will provide opportunity for the two institutes to scale up these initiatives to undergraduate education by creating a pathway that will connect the already existing college to the university. Students with the inclination and aptitude would further be upgraded from proficiency level of training to certificate, diploma and eventually degree certification.

As registration and accreditation is a lengthy process, students were enrolled for short courses as the ARU awaits accreditation. The courses build on the current offerings at YLAC and NTI, while introducing and adding new components and aspects to prepare young people for the industry. Towards this, the AAYMCA has formed partnerships which have benefitted over 2 000 students. In addition, one of the key achievements in 2017 was to strengthen the NTI systems for effective delivery of programmes.

The Kenya ARU campus will focus more on Social Sciences, Agriculture and Engineering (specialising in Civil, Mechanical and Electrical training). The initiative towards curriculum development of the programmes achieved the following stage in 2017:

**BACHELOR OF SCIENCE IN SOCIAL ENGINEERING CURRICULUM AND YOUTH EMPOWERMENT CURRICULUM:**

The curricula for these two programmes were developed, copyright registered, peer reviewed for content development and currently awaiting accreditation from Commission of University (CUE).

**CERTIFICATE IN CIVIL ENGINEERING:**

The Civil Engineering programme was developed by a team from Kenya Institute of Curriculum Development (KICD). The main idea is to gradually develop certificate, diploma and degree curricula in Civil, Electrical and Mechanical Engineering.

**TEXTILE AND CLOTHING CURRICULUM:**

Certificate and Diploma curricula in Textile and Clothing were developed for the technical college (NTI). The certificate programme will take six months, the diploma will take one year and eventually it will become a degree programme for the university.
My name is Otieno Otieno, an alumni of YMCA National Training Institute (NTI), sponsored by KCB 2jiajiri programme for vocational training. I graduated with Electrical Installation, a course that took me three months to complete. Before the training, I was a statistic among the many Kenyan youth who are unemployed because they don’t have formal education and there is no capital to start a business. Before I joined the course, life was hard as an unemployed young person in the country. I had wanted to do a course that would enable me to get a job or start my own business but that was on hold because I did not have the money to pay for tuition fees.

One day I met a long-time friend Mr Kungu, and as we were catching up, he informed me about a training opportunity at NTI courtesy of KCB 2jiajiri. I went to Shauri Moyo college and registered for the Electrical Installation course. I was admitted in college and that is how my dream of getting a job started becoming a reality.

We received holistic training that covered all areas of the course as well as life skills, entrepreneurship and savings. We were also given an opportunity to freely express ourselves and this saw me become a speaker and the class representative. Indeed, my leadership ability was nurtured at NTI.

After graduation, I was offered an internship opportunity at RichMark Electricals firm for three months with the help of the college leadership. While at the firm, I learnt a lot by putting into practise what I had been taught at the college. The experience helped me start my own installation business which I am currently running. As a young entrepreneur, I put into practise the entrepreneurship and savings training I got while at the college when running my art-based business called K_Vince_Arts (Instagram). The business deals in Electrical Installation, branding; pens, notebooks, diaries and leather wallets. As a beneficiary, there has been much to be grateful for after such a great opportunity with the KCB 2jiajiri program at NTI.
So as to build the capacity of African YMCAs to engage productively with young people, the policy environment of Africa and within the individual country settings, the AAYMCA focuses on building the sustainability of 17 National member Movements. Through sustained partnerships, programme capacity development and staff exchanges with Canada YMCA and others, and the successful implementation of the Economic Model, the African YMCA Movement will become a sustainable, youth serving African Movement. Centred on our mission, resources are accessed that will inevitably deliver the next frontier of growth in Africa. The overall impact is about revitalising African YMCAs as the attractive space for young people as sustainable institutions with diverse resource bases and skills for youth empowerment.

In 2017, under the Africa Canadian Leadership Initiative (ACLI), a seconded Canadian CEO conducted a financial sustainability review process in Kenya, Ghana and Zambia YMCAs. The model adopted was the ‘Social Enterprise approach’. Learnings and experiences through exploring possibilities of social enterprise and ensuing key principles developed a 2.5-day training Framework on Financial Sustainability for the National General Secretaries in 2018.

In order to achieve the African YMCA vision of Empowering Young People for the African Renaissance, the YMCAs require a programme and delivery model that provides financial sustainability for each National Movement.

Through the Africa Canada Leadership Initiative, as a YMCA Canada volunteer, I had the opportunity to spend several weeks in the YMCAs of Ghana, Kenya and Zambia in 2017 with a focus on designing an operating strategy to both fulfil the mission and financial sustainability.

Within each of these National Movements, a social enterprise approach was discussed and formed using the existing asset base to increase the provision of much-needed programmes and services such as housing and education, thereby creating financial resources for youth leadership initiatives such as PowerSpaces.

I was impressed at how the leadership, staff and volunteer, are open to ideas and ready to challenge the changes required to ensure that the African YMCA movement is a positive force in making the vision a reality.

*John Haddock, seconded staff, YMCA Canada*
2015 – 2019 EXECUTIVE COMMITTEES

PRESIDENT
James Ekow Rhule – Ghana

VICE PRESIDENT
Rachael Kabesha – Zambia

TREASURER
Patrick Obonyo Agutu – Kenya

MEMBERS
Adrien Coly – Senegal (Western Zone Representative)
Babongile Chiliza – South Africa (Southern Zone Representative)
Yirga Gebregziabher Assefa – Ethiopia (Eastern Zone Representative)
Kevin Kodjo Fiashinou – Togo (Youth Representative)
Barr Clara Adetuyi – Nigeria (Woman Representative)

WORLD ALLIANCE EXCOM
Evelyn Gueye – Senegal (Vice President)
Conrad Mbewe – Zambia (Member)
Michael Mwangi – Kenya (Member)
Jonathan Mason – Liberia (Member)
Maryse Guinez – Senegal (Member)
Skhumbuzo Myeza – South Africa (Member)
Clifford Sileya – Zimbabwe (Past President)
Carlos Madjri Sanvee – Kenya (General Secretary)

2017 STAFF MEMBER LIST

Carlos Sanvee General Secretary
Gil Harper Executive Secretary-Knowledge Management & Communications
Elizabeth Nanjala Finance and Human Resources Manager
Anne Kotut Administrator/Personal Assistant
Purity Kiguatha Operations Executive
Lloyd Muriuki Programme Executive
Osborne Wanyama Programme Executive
Stacey Hoys Programme Officer
Francis Indangasi Accounts Officer
Benard Oguna Office Assistant
Juliana Ndavi Grants accounting Officer
Louiza Mwalekwa Accounts Assistant
Lavine Imali Social Media Assistant
Bellah Osalla Volunteer
Christian Kamara Western Zone Coordinator
Jared Musima Southern and Eastern Zone Coordinator
## STATEMENT OF COMPREHENSIVE INCOME

*AAYMCA Financial Statements for the year ended 31st December 2017*

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<th>INCOME</th>
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### OTHER INCOME

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<th>INCOME</th>
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<tbody>
<tr>
<td>Financial income</td>
<td>1,500</td>
<td>97,089</td>
<td>971</td>
<td>2,016,164</td>
<td>22,402</td>
</tr>
<tr>
<td>Miscellaneous income</td>
<td>71,551</td>
<td>5,584,855</td>
<td>55,849</td>
<td>4,430,239</td>
<td>49,225</td>
</tr>
<tr>
<td>Programmes support</td>
<td>850,011</td>
<td>67,639,057</td>
<td>676,391</td>
<td>77,155,040</td>
<td>667,288</td>
</tr>
<tr>
<td>Rent and service charge income</td>
<td>80,200</td>
<td>7,909,110</td>
<td>79,091</td>
<td>5,942,379</td>
<td>66,026</td>
</tr>
<tr>
<td><strong>Total Other Income</strong></td>
<td><strong>1,003,262</strong></td>
<td><strong>81,230,110</strong></td>
<td><strong>812,301</strong></td>
<td><strong>89,543,822</strong></td>
<td><strong>804,942</strong></td>
</tr>
</tbody>
</table>

### TOTAL INCOME

| 2017 | 1,206,202 | 108,743,058 | 1,087,431 | 116,248,021 | 1,036,042 |
| 2016 |          |           |           |            |          |

<table>
<thead>
<tr>
<th>EXPENDITURE</th>
<th>2017 USD</th>
<th>2017 Kshs</th>
<th>2016 USD</th>
<th>2016 Kshs</th>
<th>2017 USD</th>
</tr>
</thead>
<tbody>
<tr>
<td>AAY Core staff costs</td>
<td>200,000</td>
<td>19,976,616</td>
<td>199,766</td>
<td>18,644,318</td>
<td>207,159</td>
</tr>
<tr>
<td>Programme staff cost</td>
<td>207,870</td>
<td>17,920,476</td>
<td>179,205</td>
<td>24,204,826</td>
<td>268,943</td>
</tr>
<tr>
<td>AAY Administration expenses</td>
<td>44,500</td>
<td>2,842,618</td>
<td>28,426</td>
<td>2,374,115</td>
<td>26,379</td>
</tr>
<tr>
<td>Programme administration costs</td>
<td>104,200</td>
<td>10,695,700</td>
<td>106,957</td>
<td>8,761,518</td>
<td>97,350</td>
</tr>
<tr>
<td>Governance costs</td>
<td>33,000</td>
<td>2,547,806</td>
<td>25,478</td>
<td>2,249,037</td>
<td>24,989</td>
</tr>
<tr>
<td>Finance costs</td>
<td>5,500</td>
<td>248,984</td>
<td>2,490</td>
<td>210,254</td>
<td>2,336</td>
</tr>
<tr>
<td>Programmes costs</td>
<td>585,131</td>
<td>53,564,943</td>
<td>535,649</td>
<td>57,982,273</td>
<td>627,839</td>
</tr>
<tr>
<td>Service charge</td>
<td>15,000</td>
<td>1,669,498</td>
<td>16,695</td>
<td>1,333,126</td>
<td>13,331</td>
</tr>
<tr>
<td><strong>Total Expenditure</strong></td>
<td><strong>1,195,202</strong></td>
<td><strong>109,466,640</strong></td>
<td><strong>1,094,666</strong></td>
<td><strong>115,759,466</strong></td>
<td><strong>1,254,995</strong></td>
</tr>
</tbody>
</table>

### (Deficit)/surplus before depreciation

| 2017 | 11,000 | (723,582) | (7,236) | 488,554 | 5,748 |
| 2016 | (10,000) | (938,318) | (9383) | (673,681) | (674) |

### Surplus brought forward

| 2017 | 1,000 | (1,661,900) | (16,619) | (185,127) | (1,851) |
| 2016 |       |            |           |            |          |

### Surplus/Deficit for the year

| 2017 | 1,000 | (1,661,900) | (16,619) | (185,127) | (1,851) |
| 2016 |       |            |           |            |          |

### NET DEFICIT FOR THE YEAR

| 2017 | 1,000 | (1,661,900) | (16,619) | (185,127) | (1,851) |
| 2016 |       |            |           |            |          |
We are an alliance with a focus on youth development that unites YMCA in 24 countries in Africa to promote cooperation within the continent and the worldwide YMCA family.

**Active movements:** Cameroun, Ethiopia, Ghana, Kenya, Liberia, Madagascar, Nigeria, Niger, Senegal, Sierra Leone, South Africa, Tanzania, The Gambia, Togo, Zambia, Zimbabwe

**Associate movement:** South Sudan

**Movements in formation:** Benin, Burundi, Côte d’Ivoire, Guinea Bissau, Malawi, Rwanda

**SHARED VISION**
To empower young people for the African Renaissance

**MISSION**
To equip National Movements in empowering young African men and women with voice, space, and ability to influence for the holistic transformation of their communities, nation and the African continent.

**VALUES**

*Unity and inclusiveness*
Based on our Christian faith, we proactively build positive inter-generational and inter-faith relations which are embedded in the underlying principles of respect and acceptance.

*Responsibility*
Striving for the empowerment of youth in Africa, our transformational volunteer-led leadership approach ensures long-term individual and community impact.

*Accountability*
We hold ourselves responsible and answerable to the youth of the continent and our stakeholders for managing our movement to achieve our shared vision.

*Self-determining*
We strive to be sustainable and self-regulatory to ensure our social responsiveness and relevance.

*Integrity*
We commit to open and transparent decision-making and implementation processes, and consistent policies and actions.